



**Eugene
Fire & Emergency Medical
Services Department**



**Springfield
Fire & Life Safety
Department**



STRATEGIC PLAN

July 2011 – June 2015

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EXECUTIVE SUMMARY

This document sets forth the combined strategic plan for the Eugene Fire & EMS Department and Springfield Fire & Life Safety Department for the four-year performance period of July 2011 through June 2015. Using these two organizations' consensus vision of the future as a foundation, this strategic plan will allow the Eugene Fire & EMS Department and Springfield Fire & Life Safety Department to focus their efforts on areas that they have determined to be essential in reaching their future vision.

The four-year time frame coincides with both Eugene and Springfield City Council Goals and budget schedules for service profiles and performance measures. As this plan was being developed, both sets of current City Council Goals, as well as community-informed outcomes for *Eugene Counts*¹ Goals were carefully considered to ensure that this strategic plan would be consistent with and supportive of the overarching direction from the two cities' elected policymakers. A list of both cities' goals, as well as a chart showing connection between each of our strategic goals and both Eugene and Springfield's Council Goals are included in this document under Appendix B. Additionally, summary charts from the City of Springfield's strategic plan are shown in Appendix C.

Our primary goals are to create and maintain our organizations to be receptive to change and always seek to improve the protection we deliver to our customers, within authorized resources. As such, the vision, mission, values and motto of the Eugene Fire & EMS Department and Springfield Fire & Life Safety Department emphasize service to the community, and the goals provide direction for the departments in providing that service.

Additionally, the companion document to this strategic plan is the combined work plan for the Eugene Fire & EMS Department and Springfield Fire & Life Safety Department for the four-year performance period of July 2011 through June 2015. The goals and objectives identified in this strategic plan provide the framework for the work plan, and the work plan contains critical tasks and measures by which we evaluate our progress towards achieving those goals and objectives.

This strategic plan also contains other Appendices, which include anticipated infrastructure, program area and equipment needs, as well as a list of potential grants and equipment sources to supplement current budgeted needs, in order for both departments to work towards their strategic goals and objectives. Furthermore, progress towards achieving the strategic goals and objectives is detailed in Work Plan Performance Reports, which are completed and posted to both departments' websites every four months.

This combined strategic plan for the Eugene Fire & EMS Department and Springfield Fire & Life Safety Department has been presented to the Metro Fire Leadership Team, and has been submitted to both Eugene and Springfield City Councils.

¹ Using Eugene City Council Goals as a foundation, Eugene Counts is a partnership between City of Eugene leaders and residents designed to focus City efforts on what matters most in our community.

MISSION · VISION · VALUES · MOTTO · LIST OF GOALS



OUR MISSION

To serve our communities by protecting and preserving life, property, and the environment through prevention, education, emergency medical services, rescue, and fire suppression services.



OUR VISION

To deliver efficient and effective services by working together to maintain a progressive, caring, professional organization that remains flexible within a changing environment. We strive to be recognized for our leadership within the region by fostering cooperative working relationships. We work to be fiscally responsible, and financially stable and secure.



OUR VALUES

Our values are respect, integrity, accountability, teamwork, service, balance, and adaptability. We live our values and measure our success by the satisfaction of the communities we serve, our personnel and our strategic partners.



OUR MOTTO

Duty, Honor, Service



OUR GOALS

- Expand Community Outreach Efforts
- Develop and Maintain a Competent and Capable Workforce That Represents the Communities We Serve
- Refine the Ambulance Transport System (ATS)
- Maintain Existing High Departmental Standards and Measures
- Develop and Maintain Collaborative Strategic Partnerships
- Provide Focused Successorship Training Throughout the Departments
- Strengthen Internal Relationships by Enhancing Communication Within the Departments
- Maintain Financially Responsible and Stable Fire, Life Safety and Emergency Medical Services

STRATEGIC GOALS

As the following strategic goals were developed, current Eugene and Springfield City Council Goals were carefully considered to ensure that this strategic plan would be consistent with and supportive of the overarching direction from our elected policymakers. This includes the Springfield City Council's newly adopted goal related to diversity, which is to "Effectively Create a Positive Environment That Values Diversity and Encourages Inclusion". In addition, various components of Eugene's city-wide Diversity and Equity Strategic Plan (DESP) have been integrated into this strategic plan and companion document work plan. As well, critical tasks and measures have been added to track progress towards goals to address underutilization areas (Professional-Minority, Protective Services-Minority and Service/Maintenance-Female) identified in the City of Eugene's Affirmative Action Plan.

It is important to note that these strategic goals are not listed in priority order, as each and every one is of great importance to all personnel of the Eugene Fire & EMS Department and Springfield Fire & Life Safety Department.

GOAL A: Expand Community Outreach Efforts	
Springfield Council Goals:	<ul style="list-style-type: none">• Enhance Public Safety• Preserve Hometown Feel, Livability and Environmental Quality
Eugene Council Goals:	<ul style="list-style-type: none">• Safe Community• Effective, Accountable, Municipal Government

A priority of Eugene Fire & EMS and Springfield Fire & Life Safety is to become more visible in the community by expanding current public education, public information and public relations efforts. Our goal is to engage the communities we serve by creating and participating in all opportunities for direct interaction and feedback to ensure we are meeting their needs and expectations. In doing this it is our goal to be inclusive of all people we serve.

One of the most effective ways to protect life, property, and the environment is to prevent emergencies from occurring, whether they are related to fire, rescue, medical or any other hazard. Therefore, the departments provide public education, fire investigation and prevention services, and supplement those efforts with operations. In order to become even more effective, we will continue to seek innovative ways to utilize existing resources and personnel.

GOAL B: Develop and Maintain a Competent and Capable Workforce That Represents the Communities We Serve	
Springfield Council Goals:	<ul style="list-style-type: none">• Effectively Create a Positive Environment That Values Diversity and Encourages Inclusion
Eugene Council Goals:	<ul style="list-style-type: none">• Effective, Accountable, Municipal Government

Both city organizations are committed to promoting a respectful work environment. Eugene Fire & EMS and Springfield Fire & Life Safety are dedicated to developing and maintaining a competent and capable workforce that is representative of and responsive to the communities we serve. We recognize and strive to overcome obstacles to such representation that are related to the nature of our business. We recognize further that this is a long-term goal that will be achieved over time.

For our departments, equity and human rights is about valuing and respecting the different cultural attitudes, beliefs and practices that exist in our workplace and in our community. We make it our responsibility to treat everyone with courtesy, consideration and respect at all times. We are committed to fully embracing the depth of diversity that exists by working to more effectively engage underrepresented populations. We believe it is equally important to further develop the cultural awareness and competency of our current workforce, which will be achieved through formal training and by informal observation and information sharing. This will also allow us to improve the quality of service we provide to the community.

GOAL C: Refine the Ambulance Transport System	
Springfield Council Goals:	<ul style="list-style-type: none"> • Financially Responsible and Stable Government Services • Enhance Public Safety • Maintain and Improve Infrastructure and Facilities
Eugene Council Goals:	<ul style="list-style-type: none"> • Fair, Stable and Adequate Financial Resources

In order to continue to provide the highest quality service to the community, maintain a long-term financially sustainable system, the departments have determined that the Ambulance Transport System (ATS) needs further adjustment to continue its quality of performance. It is essential to conduct ongoing analysis of the system and refine as necessary to keep pace with the continuing changes in our environment, such as federal reimbursements capitation, rising costs, reduced social services and an aging population.

It is important to note that the ATS is only a portion of a larger system, and therefore, refining the ATS will take a series of steps. The delicate financial balance also needs to be considered in addressing adjustments to the ATS, as the departments cannot eliminate the source of revenue without a counter-reduction of expenditures to fund.

GOAL D: Maintain Existing High Departmental Standards and Measures	
Springfield Council Goals:	<ul style="list-style-type: none"> • Enhance Public Safety • Maintain and Improve Infrastructure and Facilities
Eugene Council Goals:	<ul style="list-style-type: none"> • Safe Community • Effective, Accountable, Municipal Government

Accountability to our citizens is a priority for Eugene Fire & EMS and Springfield Fire & Life Safety. We want to ensure that members of our service community know what services we provide and that they associate our name with quality.

Eugene Fire & EMS and Springfield Fire & Life Safety recognize the need to use its emergency response resources wisely and effectively. In order to do so, we are continually seeking ways to enhance and optimize our response capabilities and network of coverage by providing the most suitable use of apparatus, informational resource tools for emergency response crews, and the most effective dispatch system possible. Additionally, the departments maintain a list of anticipated infrastructure, program area and equipment needs, as well as a list of potential grants and supplemental funding sources, all of which are shown in Appendices E and F to this document.

We believe the departments should measure and document their performance, maintain industry standards and strive for continuous improvement. To accomplish this, the departments

participate in International City/County Management Association (ICMA) benchmarking and the Insurance Services Office (ISO) fire suppression rating. The departments also maintain compliance with the Department of Public Safety Standards and Training (DPSST), the Oregon State Fire Marshal's Office (OSFM) and the Americans with Disabilities Act (ADA). Eugene Fire & EMS maintains compliance with the Federal Aviation Administration (FAA) for airport fire services.

Additionally, the departments conduct ongoing analysis of their community risk and level of service. For example, data are reported in our combined Standards of Response Coverage report, which includes response time goals for various emergency services provided by the departments, and is updated on an annual basis. We also maintain Exempt Status through the OSFM, and track Ambulance Service Area (ASA) statistics in compliance with Lane County Code Chapter 18. We believe that producing annual reports and other documentation of our performance helps to keep the departments on a path to excellence.

GOAL E: Develop and Maintain Collaborative Strategic Partnerships	
Springfield Council Goals:	<ul style="list-style-type: none"> • Enhance Public Safety • Maintain and Improve Infrastructure and Facilities
Eugene Council Goals:	<ul style="list-style-type: none"> • Safe Community • Effective, Accountable, Municipal Government

Eugene Fire & EMS and Springfield Fire & Life Safety are always looking for ways to work more efficiently and cost-effectively by developing and maintaining strong working relationships based on trust and mutual benefit with other agencies and jurisdictions in order to share resources, avoid duplication of services, and minimize costs. We strongly believe it is important to continually strive to develop and strengthen such relationships.

The benefits of collaborative strategic partnerships are more than financial. By working with other agencies, we improve through shared learning and understanding, and the community enjoys a better coordinated and more uniform response from its emergency service providers in the region. For example, we recognize the importance of being able to communicate and operate with other emergency response agencies during incidents. To this end the departments continue to work to enhance its automatic aid agreements. In addition, the departments are currently in a transition phase, as we continue efforts to address the two cities' budget deficits and proceed incrementally with next steps of the Eugene/Springfield Merger Initiative. The overall goal of the Eugene/Springfield Merger Initiative is to continue to provide the highest quality service to the community, by saving money for both departments, while maintaining service levels and improving efficiency by eliminating redundancies in personnel, capital purchases, supplies and equipment, as well as simplifying and improving processes.

GOAL F: Provide Focused Successorship Training Throughout the Departments	
Springfield Council Goals:	<ul style="list-style-type: none"> • Financially Responsible and Stable Government Services
Eugene Council Goals:	<ul style="list-style-type: none"> • Effective, Accountable, Municipal Government

With an aging workforce, it is critical that the departments maintain a focused successorship training program throughout both departments. A focused successorship program builds upon the strengths of existing personnel skills and abilities, as well as transfers the knowledge base

from long-term and experienced employees who are close to retirement, both of which help develop and prepare less experienced employees to move into management and leadership roles.

It is a priority of both departments to provide ongoing effective and comprehensive training to operations personnel. Costs, personnel and crew scheduling, and the need to cover basic staffing levels, while providing innovative and specialized training, present challenges in providing effective training programs. However, we see training as an essential internal service to ensure that operations personnel are prepared to respond appropriately to any type of call. Therefore, the departments are always looking for more efficient and effective methods to provide training.

In addition to providing training for operations personnel, the departments encourage and support ongoing training and professional development opportunities for all administrative and support personnel, both to develop and enhance their skills and abilities and to promote and maintain interest and job satisfaction.

GOAL G: Strengthen Internal Relationships by Enhancing Communication Within the Departments	
Springfield Council Goals:	<ul style="list-style-type: none">• Preserve Hometown Feel, Livability and Environmental Quality• Effectively Create a Positive Environment That Values Diversity and Encourages Inclusion
Eugene Council Goals:	<ul style="list-style-type: none">• Effective, Accountable, Municipal Government

Eugene Fire & EMS and Springfield Fire & Life Safety seek to maintain cooperative and productive working relationships among all employees, and we believe that effective communication is the key to success in this endeavor. The departments are challenged in this area by our business requirements to place operations personnel at various sites throughout the community, and to operate with three different 24-hour work shifts.

Internally, we strive to utilize technologically advantageous methods of communication, including mobile, personal computer, Intranet-based and Internet-based systems and the cable access television. In addition to refining internal communication systems, we will continue to utilize written communication, as well as the face-to-face communication that is essential in building and maintaining strong working relationships within our organization.

GOAL H: Maintain Financially Responsible and Stable Fire, Life Safety and Emergency Medical Services	
Springfield Council Goals:	<ul style="list-style-type: none">• Financially Responsible and Stable Government Services
Eugene Council Goals:	<ul style="list-style-type: none">• Fair, Stable and Adequate Financial Resources

A high priority for Eugene Fire & EMS and Springfield Fire & Life Safety is to maintain and deliver financially responsible and stable fire, life safety and emergency medical services to the communities we serve. In order to accomplish this goal, it is essential that our ongoing financial resources are based on a system of revenues that are adequate to maintain and deliver these services.

APPENDIX – A

Goals and Objectives

Following is a summary of the Eugene Fire & EMS Department and Springfield Fire & Life Safety Department’s strategic goals and the objectives necessary to accomplish these goals. Critical tasks and measures required to meet the objectives are outlined in the combined work plan for the Eugene Fire & EMS Department and Springfield Fire & Life Safety Department.

GOAL A: Expand Community Outreach Efforts	
Springfield Council Goals:	<ul style="list-style-type: none"> • Enhance Public Safety • Preserve Hometown Feel, Livability and Environmental Quality
Eugene Council Goals:	<ul style="list-style-type: none"> • Safe Community • Effective, Accountable, Municipal Government

- Objective A-1: Expand current public education, public information and public relations efforts to help the community better understand all aspects of Eugene Fire & EMS, Springfield Fire & Life Safety and the Central Lane Ambulance Transport System (ATS), including services and costs.
- Objective A-2: Maintain a good working relationship with Looking Glass Youth & Family Services to continue participation in the Project Safe Place Program.
- Objective A-3: Attend and participate in annual community events (e.g., NAACP Freedom Fund Dinner, Oregon Asian Celebration, Fiesta Latina, National Night Out, Springfield Christmas Parade, Neighborhood Summit, Fire Prevention Week, Safety Town, etc.).
- Objective A-4: Involve operations personnel in fire prevention-related outreach efforts (e.g., smoke alarm inspections in mobile home parks, New Year’s Eve and Halloween sweeps, Fire Prevention Week Events, etc.).
- Objective A-5: Provide station tours, crew visits, ride-alongs and neighborhood presentations.

GOAL B: Develop and Maintain a Competent and Capable Workforce That Represents the Communities We Serve	
Springfield Council Goals:	<ul style="list-style-type: none"> • Effectively Create a Positive Environment That Values Diversity and Encourages Inclusion
Eugene Council Goals:	<ul style="list-style-type: none"> • Effective, Accountable, Municipal Government

- Objective B-1: Continue to promote cultural awareness and competency of the current workforce.
- Objective B-2: Engage underrepresented populations in the fire and emergency medical services industry.
- Objective B-3: Enhance accessibility for non-English-speaking members of the community.
- Objective B-4: Maintain high school and college career days in conjunction with school career fairs, while pursuing funding to support a cadet program.

GOAL C: Refine the Ambulance Transport System	
Springfield Council Goals:	<ul style="list-style-type: none"> Financially Responsible and Stable Government Services Enhance Public Safety Maintain and Improve Infrastructure and Facilities
Eugene Council Goals:	<ul style="list-style-type: none"> Fair, Stable and Adequate Financial Resources

- Objective C-1: Look for ways to better align skilled resources with call type and assess alternate service delivery models for low-skill calls that tie up emergency resources.
- Objective C-2: Unify Eugene Fire & EMS and Springfield Fire & Life Safety's ambulance protocols and policies.
- Objective C-3: Collaborate with adjacent Ambulance Service Areas (ASAs) on ordering emergency medical equipment and supplies.

GOAL D: Maintain Existing High Departmental Standards and Measures	
Springfield Council Goals:	<ul style="list-style-type: none"> Enhance Public Safety Maintain and Improve Infrastructure and Facilities
Eugene Council Goals:	<ul style="list-style-type: none"> Safe Community Effective, Accountable, Municipal Government

- Objective D-1: Produce quarterly and annual reports to show measures of performance-based service objectives, and post reports on both departments' websites.
- Objective D-2: Evaluate response coverage and adjust to maintain adequate response reliability, while considering future growth and expansion.
- Objective D-3: Maintain and support Pre-Emergency Plan and Quick Access Plan Programs.
- Objective D-4: Maintain an Insurance Services Office (ISO) Class 3 rating while taking steps towards attaining a Class 2 rating.
- Objective D-5: Monitor and maintain compliance with all applicable federal and state safety, fire service and hazardous materials response regulations, in addition to technical rescue requirements and regulations.
- Objective D-6: Maintain all required federal and state emergency medical service requirements.
- Objective D-7: Report on Fire Marshal's Office measurements.

GOAL E: Develop and Maintain Collaborative Strategic Partnerships	
Springfield Council Goals:	<ul style="list-style-type: none"> Enhance Public Safety Maintain and Improve Infrastructure and Facilities
Eugene Council Goals:	<ul style="list-style-type: none"> Safe Community Effective, Accountable, Municipal Government

- Objective E-1: Continue work on the Eugene/Springfield Merger Initiative.
- Objective E-2: Continue to develop a regional training model to obtain improved service efficiencies and effectiveness.
- Objective E-3: Pursue funding opportunities to complete the training prop area (see Training Props Master Plan).
- Objective E-4: Expand communication and relationship efforts with strategic partners.
- Objective E-5: Work with educational institutions to develop fire and emergency medical services career paths and improve opportunities for professional development of incumbents.
- Objective E-6: Address interoperability issues with all other emergency response agencies.

- Objective E-7: Collaborate with Eugene Police Department, Central Lane 9-1-1 to develop an effective dispatch system using Medical Priority Dispatch System (MPDS) Protocols.

GOAL F: Provide Focused Successorship Training Throughout the Departments	
Springfield Council Goals:	<ul style="list-style-type: none"> • Financially Responsible and Stable Government Services
Eugene Council Goals:	<ul style="list-style-type: none"> • Effective, Accountable, Municipal Government

- Objective F-1: Support growth and development of all personnel.
- Objective F-2: Automate and maintain sworn personnel training records and annually evaluate status of qualifications and successor readiness.
- Objective F-3: Pursue funding opportunities to support training and career development programs.
- Objective F-4: Construct and operate a Command Training Center (CTC).

GOAL G: Strengthen Internal Relationships by Enhancing Communication Within the Departments	
Springfield Council Goals:	<ul style="list-style-type: none"> • Preserve Hometown Feel, Livability and Environmental Quality • Effectively Create a Positive Environment That Values Diversity and Encourages Inclusion
Eugene Council Goals:	<ul style="list-style-type: none"> • Effective, Accountable, Municipal Government

- Objective G-1: Maintain a priority on face-to-face meetings, while taking advantage of electronic means of communication (e.g., SharePoint, RMS, E-LOG, etc.).
- Objective G-2: Strengthen relationships between operations, fire prevention and administrative services personnel.
- Objective G-3: Conduct regular meetings with Metro work groups.
- Objective G-4: Provide all personnel with links to meeting notes.

GOAL H: Maintain Financially Responsible and Stable Fire, Life Safety and Emergency Medical Services	
Springfield Council Goals:	<ul style="list-style-type: none"> • Financially Responsible and Stable Government Services
Eugene Council Goals:	<ul style="list-style-type: none"> • Fair, Stable and Adequate Financial Resources

- Objective H-1: Research, analyze, forecast and strategize for long-term financial stability of the Ambulance Transport Fund (ATF) while maintaining a system that meets industry standards.
- Objective H-2: Pursue funding opportunities to support anticipated infrastructure, program area and equipment needs of the departments.
- Objective H-3: Report on Fire Contracts measurements.
- Objective H-4: Report on FireMed Membership Program measurements.

APPENDIX – B

Eugene and Springfield City Council Goals



EUGENE CITY COUNCIL GOALS

A Great City for the Arts and Outdoors

- **SAFE COMMUNITY** – A community where all people are safe, valued and welcome.
- **SUSTAINABLE DEVELOPMENT** – A community which meets its present environmental, economic and social needs without compromising the ability of future generations to meet their own needs.
- **ACCESSIBLE AND THRIVING CULTURE AND RECREATION** – A community where arts and the outdoors are integral to our social and economic well-being and are available to all.
- **EFFECTIVE, ACCOUNTABLE MUNICIPAL GOVERNMENT** – A government that works openly, collaboratively, and fairly with the community to achieve measurable and positive outcomes and provide effective, efficient services.
- **FAIR, STABLE AND ADEQUATE FINANCIAL RESOURCES** – A government whose ongoing financial resources are based on a fair and equitable system of revenues and are adequate to maintain and deliver municipal services.



SPRINGFIELD CITY COUNCIL GOALS

*Passion * Integrity * Results*

- Financially Responsible and Stable Government Services
- Community and Economic Development and Revitalization
- Enhance Public Safety
- Maintain and Improve Infrastructure and Facilities
- Preserve Hometown Feel, Livability and Environmental Quality
- Effectively Create a Positive Environment That Values Diversity and Encourages Inclusion

APPENDIX – B

Eugene and Springfield City Council Goals

The following charts show connection between each of our strategic goals and both Eugene and Springfield’s Council Goals.

Expand Community Outreach Efforts	
Eugene Council Goals:	<ul style="list-style-type: none"> • Safe Community • Effective, Accountable, Municipal Government
Springfield Council Goals:	<ul style="list-style-type: none"> • Enhance Public Safety • Preserve Hometown Feel, Livability and Environmental Quality

Develop and Maintain a Competent and Capable Workforce That Represents the Communities We Serve	
Eugene Council Goals:	<ul style="list-style-type: none"> • Effective, Accountable, Municipal Government
Springfield Council Goals:	<ul style="list-style-type: none"> • Effectively Create a Positive Environment That Values Diversity and Encourages Inclusion

Refine the Ambulance Transport System (ATS)	
Eugene Council Goals:	<ul style="list-style-type: none"> • Fair, Stable and Adequate Financial Resources
Springfield Council Goals:	<ul style="list-style-type: none"> • Financially Responsible and Stable Government Services • Enhance Public Safety • Maintain and Improve Infrastructure and Facilities

Maintain Existing High Departmental Standards and Measures	
Eugene Council Goals:	<ul style="list-style-type: none"> • Safe Community • Effective, Accountable, Municipal Government
Springfield Council Goals:	<ul style="list-style-type: none"> • Enhance Public Safety • Maintain and Improve Infrastructure and Facilities

Develop and Maintain Collaborative Strategic Partnerships	
Eugene Council Goals:	<ul style="list-style-type: none"> • Safe Community • Effective, Accountable, Municipal Government
Springfield Council Goals:	<ul style="list-style-type: none"> • Enhance Public Safety • Maintain and Improve Infrastructure and Facilities

APPENDIX – B

Eugene and Springfield City Council Goals

Provide Focused Successorship Training Throughout the Departments	
Eugene Council Goals:	<ul style="list-style-type: none"> • Effective, Accountable, Municipal Government
Springfield Council Goals:	<ul style="list-style-type: none"> • Financially Responsible and Stable Government Services
Strengthen Internal Relationships by Enhancing Communication Within the Departments	
Eugene Council Goals:	<ul style="list-style-type: none"> • Effective, Accountable, Municipal Government
Springfield Council Goals:	<ul style="list-style-type: none"> • Preserve Hometown Feel, Livability and Environmental Quality • Effectively Create a Positive Environment That Values Diversity and Encourages Inclusion
Maintain Financially Responsible and Stable Fire, Life Safety and Emergency Medical Services	
Eugene Council Goals:	<ul style="list-style-type: none"> • Fair, Stable and Adequate Financial Resources
Springfield Council Goals:	<ul style="list-style-type: none"> • Financially Responsible and Stable Government Services

APPENDIX – C

City Goals and Metro Measures

The following summary charts show goal targets and department measures for the Fire & Life Safety Department from the City of Springfield’s strategic plan. These goal targets and department measures have also been appropriately integrated into our work plan document as critical tasks and measures.

GOAL: <i>To Offer Financially Responsible and Stable Government Services</i>	Target Missed	Target Attained	
TARGET			RESPONSIBLE DEPARTMENT
Net Enterprise Contribution to Ambulance Fund		•	Fire & Life Safety
GOAL: <i>To Enhance Public Safety</i>	Target Missed	Target Attained	
TARGET			RESPONSIBLE DEPARTMENT
Emergency Ambulance Responses are Within 8 Minutes	•		Fire & Life Safety
Fire Responses are Within 5 Minutes	•		Fire & Life Safety

Effectiveness Areas	Measurement Methods
Financially Sound and Stable Government Services	FireMed net contribution to Ambulance Fund annually (\$1000) (Baseline: 288, FY11 Target: 295)
	JobCare Revenue per FY (\$1000) (Baseline: 3, FY11 Target: 10)
	FireMed growth per year in market share (eligible households) (Baseline: 27.8% per year, FY11 Target: 28.3%)
	FireMed cost per membership sold (\$) (Baseline: \$17.08, FY11 Target: \$17.42)
	Net Enterprise Contribution to Ambulance Fund (\$1000) (Baseline: \$346, FY11 Target: \$360)
	Number of ambulance billing client jurisdictions (Baseline: 19, FY11 Target: 20)
	Ambulance Bills – number of days in accounts receivable – Springfield only (Baseline 62, FY11 Target: 55)

APPENDIX – C

City Goals and Metro Measures

Effectiveness Areas	Measurement Methods
Financially Sound and Stable Government Services	Ambulance – net collection percentage – Springfield only (Baseline: 72.4%, FY11 Target: 83%)
	Ambulance – net collection percentage – billing customers, non-Springfield (Baseline: 79.4%, FY11 Target: 83%)
	Percentage of Springfield Fire & Life Safety General Fund \$s offset by revenues (operating permits and fire contracts) (Baseline: 16.4%, FY11 Target: 17%)
	Value of Springfield Fire & Life Safety operating permits issued (\$1000) (Baseline: 130, FY 11 Target: 130)
	Annual performance reviews current (Baseline: 67, FY11 Target: 100)
	Fire contracts value to General Fund (\$ Million) (Baseline: \$1.4 Million, FY11 Target: \$1.5 Million)
Community and Economic Development and Revitalization	Plan review turnaround time (business days) (Baseline: 15 days, FY11 Target: 10 days)
	Number of civilian fire deaths per million over a ten-year period (Baseline: 5.37, FY11 Target: 5.31)
	Percentage of business inspections completed annually (Baseline: 95%, FY11 Target: 100%)
	Hours spent on fire prevention education (Baseline: 147, FY11 Target: 150)
	Percentage of Juvenile Firesetter referral service and/or intervention for youth requests fulfilled annually (Baseline: 80% , FY11 Target: 100%)
Preserve Public Safety	Percentage of noted violations left unabated (Baseline: 9.4%, FY11 Target: 1.0%)
	Number of lost workdays due to injury per year based on a three-year average (OPS) (Baseline: 147 – Springfield only, FY11 Target: 144 – Springfield only)
	Dollar loss per fire (perform better than 75 percent of similar cities) (Baseline: 75%, FY11 Target: 75%)

APPENDIX – C

City Goals and Metro Measures

Effectiveness Areas	Measurement Methods
Preserve Public Safety	Dollar loss per fire – business (perform better than 50 percent of similar cities) (Baseline: 50%, FY11 Target: 50%)
	Dollar loss per fire – residential (perform better than 75 percent of similar cities) (Baseline: 75%, FY11 Target: 75%)
	Percentage of Springfield occupancies with fire protection systems in compliance or verified as maintained (Baseline: 65%, FY11 Target: 80%)
	Percentage of regulated facilities inspected (Baseline: 100%, FY11 Target: 100%)
	Percentage of emergency ambulance responses within eight minutes (Baseline: 83%, FY11 Target: 90%)
	Percentage of fire responses within five minutes (Baseline: 66%, FY11 Target: 80%)
	Percentage of line employees meeting ISO requirements for training and drills (Baseline: 70%, FY11 Target: 75%)

APPENDIX – C

City Goals and Metro Measures

The following information on service level goals and performance measures was extract from the Standards of Response Coverage document, which provides an in-depth analysis of department-level response resources, deployment strategies, and operational elements, as well as the risk to the community. Many of these service level goals and performance measures have also been appropriately integrated into our work plan document as critical tasks and measures.

SECTION FIVE: Service Level Goals

NFPA Standard 1710² outlines staffing, deployment, and response time standards for career fire departments. While the Metro departments have not adopted the response times in NFPA 1710 as a local standard, response time performance will be regularly measured against those times.

The Metro departments have adopted the response time standards stated in this section. These standards are based on the risk analysis of the service areas, the critical task analysis conducted by the departments, the historical performance of the departments, and, in the case of ambulance response time standards, the Lane County Code. We consider these to be local standards—a reasonable response to the level of risk in the community. They provide measures of the current levels of service the Metro departments provide to their service areas.

Response Time Goals, All Emergency Incidents

With the adoption of this document, response time goals for the Metro departments are as follows for all emergency responses.

- Call processing: 2 minutes or less for 80% of all calls.
- Turnout: 2 minutes or less for 80% of all calls.
- Travel time for first arriving unit in Risk Area A: 5 minutes or less for 80% of all calls.
- Travel time for first arriving unit in Risk Area B: 9 minutes or less for 80% of all calls.

Response Time Goals, Structure Fires

In addition to the times specified for first arriving unit to all calls given above, the Metro departments have established the following goals for response to structure fires. For purposes of these goals, Risk Areas A and B are combined, due to the low number of structure fires occurring in Risk Area B.

- Travel time for all units needed for effective initial response to arrive on scene: 10 minutes or less for 80% of calls.

² The National Fire Protection Association develops and publishes fire and life safety consensus standards, some of which address fire department organization, procedures, and activities.

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- Travel time for 15th person on scene (when this level of response is required): 11 minutes or less for 80% of calls.

Response Time Goals, Ambulance Transport

The Metro departments have adopted the following goals regarding ambulance transport service. These times apply to emergency response only. The zones are the geographic zones assigned by Lane County in its Ambulance Service Area Plan.

- Call processing: 2 minutes or less for 80% of all emergency calls for ambulance transport.
- Turnout time: 2 minutes or less for 80% of all emergency calls for ambulance transport.
- Response time (includes turnout time and travel time): Less than 10 minutes for 85% of all emergency calls in Zone 1 (urban).
- Response time (includes turnout time and travel time): Less than 20 minutes for 85% of all emergency calls in Zone 2 (suburban).
- Response time (includes turnout time and travel time): 45 minutes or less for 85% of all emergency calls in Zone 3 (rural).
- Response time (includes turnout and travel time): Greater than 45 minutes for emergency responses in Zone 4 (frontier).

Response Time Goals, Eugene Airport

The Metro departments have adopted the following goal for Aircraft Rescue and Fire Fighting (ARFF) response at the Eugene Airport. (Other types of calls at the airport – not aircraft related – are included in the relevant sections.) The ARFF response goal is based on the Federal Aviation Administration’s Regulation Part 139.319(i)(2), which is the governing regulatory authority for this service. Since the notification of an aircraft emergency generally comes directly from the tower, call processing time is not included in our ARFF analysis. While the regulation does not specify a percentage of calls that must meet these performance goals, the Metro departments have adopted the 80th percentile as the performance goal for this service area.

- Travel time, including turnout time, to the incident or standby location: 3 minutes or less (80th percentile).

Context of Response Time Goals

Questions may be raised regarding any response time performance goals set. One position is that the goals are not stringent enough because they are not the same as those listed in NFPA 1710. What these goals do represent is a reasonable expectation of the level of service provided with

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the investment of public funds dedicated to the Metro departments' service areas. There will always be a need to balance service effectiveness with cost efficiency.

The Metro departments have conducted this community risk assessment and deployment study in order to develop Standards of Response Coverage that recognize local authority, available resources, risk, and community expectations. It is the individual communities, through their elected officials, that dictate their own standards of coverage. By economic decisions with respect to taxation and budgeting, the communities purchase a level of “fire and life safety insurance” that is consistent with perceived needs, risks, and available resources. While these decisions may be influenced by such factors as insurance ratings prepared by the ISO, the level of protection available in any community is a local decision that should be made only after rigorous study of local needs and resources. It will continue to be the Metro departments' practice to build, staff, and deploy personnel and fire suppression and rescue assets at a level which can handle our anticipated calls for service the vast majority of the time.

SECTION ELEVEN: Performance Measurement and Quality Assurance

By its very nature, organized response to emergencies is performed in a stressful and inherently unpredictable environment. Critical decisions must often be made quickly, without the benefit of complete information, or a methodical risk-benefit analysis. Given this fact, it is expected that errors will sometimes occur. The Metro departments consistently seek to use performance measures as opportunities to learn how we can improve our service and to adjust our policies and procedures accordingly.

The Metro departments conduct a comprehensive array of performance measurement and quality assurance programs at the individual, work unit, division and department levels. These begin with our recruitment and selection procedures, and expand into all functions of the two organizations. The programs include regular, structured training, evaluation, analysis and special performance reviews conducted in an ongoing manner.

Fire Suppression and Rescue Operations

All current and new emergency response personnel employed by the Metro departments are required to meet and maintain a high standard of professional knowledge and ongoing certification and training.

At the present time, the basic requirements for consideration as a Springfield or Eugene firefighter are: the candidate must have a high school diploma or equivalent; have two years of experience or training in firefighting, emergency medicine, or related fields; must be at least 18 years of age; must not have been convicted of a felony or have a Class A misdemeanor in the last 24 months; must have a valid Oregon driver's license; and must possess certification as a Paramedic through the State of Oregon or the National Registry. In addition, candidates for line positions must successfully complete the Candidate Physical Ability Test, or CPAT.

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An individual hired as a firefighter is given 13 weeks of hands-on and classroom training by the Metro departments before being placed in a fire station as a probationary firefighter. The probationary period continues for an additional nine months following completion of the training academy.

To be considered for promotion to Engineer, a firefighter must complete a 12- to 15-month program calling for intense self-study and including four written and practical examinations covering the full range of duties and responsibilities that an Engineer can be expected to handle. The Metro departments Engineer Development Program requires a minimum of 200 hours to complete.

The Officer Development Program, for promotion to Captain, requires sufficient college coursework for an individual to be NFPA certified as a Fire Officer 1. This is a 9- to 12-month course requiring at least 300 hours of study, with at least three accountability points (combined written and field examinations) proctored by the Training Section staff.

To be considered for promotion to District Chief, an individual must achieve Fire Officer 2 certification from NFPA, complete specified course work and projects, and have a minimum of three years experience as an officer.

In addition to the above, and in addition to the medical training described below, all emergency response personnel are required – by the Oregon Department of Public Safety Standards and Training and as a condition of continued accreditation – to undergo 60 hours of fire suppression training per year, which is audited by DPSST in two-year cycles.

At the present time, for any emergency response position, Metro departments hire only EMTs certified at the Paramedic level. Paramedic certification requires two years of college (an Associate's degree). To maintain this certification, Paramedics are required to complete 48 hours of continuing education/professional development every two years.

Moreover, response personnel are required to stay current with all existing and new protocols and procedures that may be promulgated by the American Heart Association, Pre-Hospital Trauma Life Support, Pediatric Advanced Life Support, or other agencies, and adopted by the Metro departments' physician adviser.

On an ongoing basis, an integral component of quality assurance is the use of post-incident evaluations. These are focused reviews following all major incidents, and for any incident involving fatalities or a serious injury, a unique operational situation, or a multi-agency response.

The focused reviews involve all responding personnel, as well as the leaders from each affected organization. Less serious, routine incidents and events are also sometimes evaluated at the

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district or company level. Post-incident evaluations consider the following criteria:

1. System strengths or weaknesses
2. Factors driving decisions
3. Standard Operating Procedures
4. Apparatus and equipment effectiveness
5. Education and/or training needs
6. Building construction factors
7. Unusual circumstances
8. Human factors that contributed to the problem

Emergency Medical Services

A Quality Assurance Program has been in place for a number of years for the analysis of the emergency medical services provided by the Metro departments. It is the policy of the Metro departments to regularly participate in activities that lead to the development and maintenance of pre-established levels of high quality patient care and customer service, as well as activities that seek to improve the overall level of care. Key components of the program include:

1. Peer review
2. Chart review
3. Direct observation
4. Physician advisor

Central Lane Communications Center

The quality improvement program for 9-1-1 Center operations currently includes call triage and dispatch for both emergency medical and fire calls for service. Dispatch contracts include performance measures which are reported quarterly. Targeted in-service training addresses performance and state certification requirements.

Emergency Medical Dispatch (EMD)

The 9-1-1 Center uses a software-based triage protocol called the Medical Priority Dispatch System (MPDS). This system was originally developed by Dr. Jeff Clawson of Salt Lake City, Utah, and is now used worldwide. The Metro departments put MPDS in service in 2002, prior to the implementation of the CAD system.

MPDS includes an integrated quality assurance (QA) system and data program. These together allow for the measurement of a broad range of QA issues, such as adherence to specific EMD instructions. This QA package forms the data basis for much of the ongoing in-service training program.

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Communications Field Training and Evaluation Program (FTEP)

The Central Lane 9-1-1 Communications Center has used FTEP since 1993. All communications center personnel are overseen by a certified FTEP coach as part of their phased training for four different positions within the operation. All personnel are required to reach and maintain a minimum acceptable rating for a 40-hour period before a written exam for ‘solo status’ is administered. During FTEP training, trainers rate the trainees’ work performance against a published set of standards. Daily Observation Reports are completed, as well as “weeklies,” and an End-of-Phase Report is completed by the responsible shift supervisor. At the end of “phase” training, the trainee takes a test and is required to attain a passing score of 70%.

Department of Public Safety Standards and Training (DPSST)

DPSST is mandated by the Office of Emergency Management (OEM) to set standards for all call takers, the entry level position in the 9-1-1 Center. Prior to beginning work in the center, they attend a Basic Telecommunications Academy (BTA). The BTA requires 80 hours of classroom instruction. This is followed by a 40-hour DPSST-required EMD class with EMD certified instructors. At the conclusion, trainees are required to pass a test with a minimum score of 75%.

In addition to the BTA/EMD academy, newly hired personnel complete an agency-specific Advanced Telecommunicators’ Academy (ATA) for an additional 160-200 hours. This training is geared to provide essential job knowledge that will be required once they move to the center for formal training. At the conclusion of the ATA, trainees are again administered a test and must attain a 70% passing score. Once in the center, personnel begin the FTEP training. The state has continuing education requirements for recertification, which are met through classes, online and briefing training.

Fire Dispatch Contracts - Performance Standards

Beginning in 1998, the Lane Fire Defense Board requested the adoption of a set of standards for all 9-1-1 Center personnel relating to fire and EMS dispatching services. These standards were formally adopted on March 15, 2000. Performance measures reported quarterly to the fire dispatch users include:

1. Call answer to call entry time: The time the phone is answered to the time when the call is entered into CAD.
2. Receive to dispatch time: The time when a call is entered into CAD, to the time the call is toned out for dispatch.
3. Accuracy in providing EMD: How often call takers precisely follow EMD instructions when on the phone with a caller.
4. Accuracy in dispatching protocol: How often dispatchers follow exact policy or procedure.

APPENDIX – D

Internet Links

Following is a list of both internal and external Internet links that are referenced throughout this document.

- [Americans with Disabilities Act \(ADA\)](#)
- [Center for Public Safety Excellence \(CPSE\)](#)
- [Commission on Fire Accreditation International \(CFAI\)](#)
- [Department of Public Safety Standards and Training \(DPSST\)](#)
- [Electronic Logbook \(E-LOG\)](#)
- [Eugene Budget Schedule for Service Profiles and Performance Measures](#)
- [Eugene City Council Goals](#)
- [Eugene Fire & EMS Department Website](#)
- [Federal Aviation Administration \(FAA\)](#)
- [Federal Emergency Management Administration \(FEMA\)](#)
- [Insurance Services Office \(ISO\)](#)
- [International City/County Management Association \(ICMA\)](#)
- [Lane County Emergency Management](#)
- [National Fire Protection Association \(NFPA\)](#)
- [Oregon Administrative Rules \(OAR\)](#)
- [Oregon Revised Statutes \(ORS\)](#)
- [Oregon State Department of Human Services, Public Health Division](#)
- [Oregon State Fire Marshal's Office \(OSFM\)](#)
- [Project Safe Place](#)
- [Springfield City Council Goals](#)
- [Springfield Fire & Life Safety Department Website](#)
- [Standards of Response Coverage](#)
- [Training Props Master Plan](#)
- [U.S. Department of Health & Human Services \(DHS\)](#)

APPENDIX – E

Anticipated Departmental Needs

Following is a list of anticipated infrastructure needs for Eugene Fire & EMS and Springfield Fire & Life Safety:

- Add to training prop areas (see Training Props Master Plan).
- Add South 16th site to Training Props Master Plan.
- Develop a regional training center, simulation lab and prop area to include the following:
 - Command Training Center (CTC)
 - Driver Training
 - Emergency Medical Services Treatment Lab
 - Emergency Operations Center (EOC) Simulation Training
- Develop a plan for a permanent structure for the regional training center, simulation lab and prop area.
- Develop Special Teams Training and prop areas (e.g., Technical Rescue: Confined Space, Trench Rescue, Urban Search and Rescue (US&R), Rope; Hazardous Material: Above-Ground Tank Farm, Trailers; Aircraft Rescue and Fire Fighting (ARFF): Live Fire Training Prop).
- Acquire a Fire Marshal's Office fire inspection program database that is mobile tablet compatible (e.g., Acela or FireHouse).
- Implement the use of an automatic vehicle locator (AVL) system.
- Replace and relocate Fire Station 4.
- Replace and relocate Fire Station 14.
- Secure a site on the west side of Eugene to relocate Fire Station 8.
- Address fifth Springfield fire station funding: move the fifth Springfield fire station from the serial levy to more stable funding support.

Following is a list of anticipated program area needs for Eugene Fire & EMS and Springfield Fire & Life Safety:

- Develop and improve Fire Training Section Program Areas.
- Expand Logistics Section supply order and distribution capabilities to support becoming a regional facility.
- Develop and improve incident data gathering to facilitate analysis of community risk factors.
- Develop and improve public education and public information delivery capabilities in order to address identified community risks.

Following is a list of anticipated equipment needs for Eugene Fire & EMS and Springfield Fire & Life Safety:

- Heavy Rescue Apparatus for the Urban Search and Rescue (US&R), conforming to National Fire Protection Agency (NFPA) 1901 Standards, to provide increased team safety and improve US&R capabilities.

- Upgrade Technical Rescue and Vehicle Extrication equipment conforming to NFPA Standards.
- Upgrade Self-Contained Breathing Apparatus (SCBA) units to regional and metro common specifications, and support equipment to meet current NFPA Standards.
- Upgrade Personal Protective Equipment (PPE), both structural and wildland, to meet new NFPA and recognized national and industry standards.
- Upgrade recording and televising equipment in Classrooms 1 and 2 at the Emergency Services Training Center (ESC). Classrooms at the ESC are used by many internal and external organizations for various training purposes, as well as other strategic partners throughout the region. This will allow us to modernize the remote cameras in the ESC and provide the capability for PowerPoint presentations to be broadcast live. Additionally, upgrading the recording and televising equipment will improve the ability to replay training sessions for operations personnel that are unable to attend live programs.
- Expand present power pole plans to incorporate the east side of the drill field and to develop confined space training props that include EWEB and Public Works Departments needs and expertise in installing below-grade utility vaults.
- Collaborate with Eugene Airport Administration personnel to set up the Mobile Aircraft Rescue and Fire Fighting (MARFF) unit at the Eugene Airport in order for operations personnel to train and drill using Airport 1 and Airport 2.
- Develop the Command Training Center (CTC), which will ultimately be a stand-alone simulation lab that will be a multi-discipline regional training center (including defensive driving) for Fire & EMS, Police, Public Works, Airport personnel and other strategic partners throughout the region. This will allow us to expand our present interagency and interoperability capabilities by reducing the cost and preparation time for table top exercises.
- Acquire an EMS treatment mannequin, which will allow operations personnel from both departments to assess skills and appropriate actions for crews arriving at the side of an ill or injured patient, as well as assist in the evaluation of protocols and improve outcomes at emergency scenes.
- Acquire automatic vehicle locator (AVL) related equipment.
- Acquire tablets and mobile data computers (MDCs) to run a fire inspection program database and dispatch information.
- Acquire medical carbon monoxide monitoring equipment for Battalions 1 and 2.
- Acquire cyanide antidote kits for Battalion 3.

APPENDIX – F

Grants and Supplemental Funding Sources

Following is a list of potential grants and equipment sources to supplement current budgeted needs.

- DHS / FEMA Assistance to Firefighters Grants (AFG): Firefighter Operations and Safety, Fire Apparatus. This funding grant is generally open annually in the spring for approximately 30 days.
- DHS / FEMA Fire Prevention & Safety Grants (FP&S): Fire Prevention and Safety Activities. This funding grant is generally open annually in the fall for approximately 30 days.
- DHS / FEMA Staffing for Adequate Fire and Emergency Response Grants (SAFER): Firefighter recruiting and staffing assistance. This funding grant is generally open annually in the summer for approximately 30 days.
- DHS / FEMA Emergency Management Performance Grants (EMPG): Disaster mitigation, preparedness, response and recovery.
- DHS / FEMA Hazardous Materials Emergency Preparedness Grants (HMEP): Hazardous Materials training and exercises. This funding grant is generally open annually in the spring for 30-60 days, and is administered through the Oregon State Fire Marshal's Office (OSFM).
- DHD / FEMA Commercial Equipment Direct Assistance Program (CEDAP): Equipment. This equipment grant is open 1-2 times per year for approximately 30 days and provides designated equipment only, no funding.
- DHS / State Homeland Security Program Grants: Training, exercises, equipment, etc. This funding grant is generally open annually in the spring for approximately 60 days, and is administered through the state domestic preparedness program.
- National Fire Plan / Wildland-Urban Interface Community Assistance Grant Program: Community Wildfire Protection Plans, Fuels mitigation, planning. This grant is usually open annually for 30-60 days early each year.
- Western States Wildland Urban Interface Grants: Through the Oregon Department of Forestry (ODF) to reduce risks, fuels, hazards, etc.
- OSFM: Grants available to enhance fire prevention and juvenile firesetter intervention.
- DHS / HRSA Health Resources and Services Administration Grants: Funding for emergency medical services training and equipment.
- Fireman's Fund Insurance Company Grants: Funding for public education programs.
- FAA Grants: Funding for new Aircraft Rescue and Fire Fighting (ARFF) stations and/or upgrades to the existing ARFF station located at the Eugene Airport. FAA grants include money from both an Entitlement Fund and Discretionary Fund. Levels of available Discretionary Funds are subject to Congressional legislation and are subject to the FAA's priority system. Eligible projects include those improvements related to enhancing airport safety, capacity, security, and environmental concerns, and any professional services that are necessary for eligible projects, such as planning, surveying and design.

- Other Federal and State Grants: Eugene Fire & EMS and Springfield Fire & Life Safety will apply for other Federal and State Grants as grant applications become available to supplement current budgeted needs.
- Private Organizations Funding: Eugene Fire & EMS and Springfield Fire & Life Safety will pursue funding opportunities through private organizations as grant applications become available to supplement current budgeted needs.

